



HM Prison &
Probation Service

Action Plan: HMP Wandsworth.

Action Plan Submitted: 28th August 2024.

A Response to the HMIP Inspection: 22nd April – 2nd May 2024.

Report Published: 6th August 2024.

INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMP Wandsworth

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1	<p>Inexperience across every grade of operational staff made it difficult to bring about much-needed change or sustain any progress. Most leaders were temporarily promoted, and new staff were learning from inexperienced frontline managers. Senior leaders were not visible on the wings.</p>	<p>With the assistance of the Standards Coaching Team (SCT), a rolling supportive programme of upskilling and rebuilding confidence and competence across the operational delivery line is being embedded. This will include a focus on getting the basics right and teaching staff how to pro-socially have lower-level challenge conversations with prisoners. Weekly feedback with the HMPPS Prison Performance Support Programme will enable tailored changes to delivery, but also assure progress.</p> <p>The Governor will review the competencies and placements of functional heads across his team, whilst also working to attract new members to the senior team, through incentivised recruitment campaigns. The Governor will additionally review the functional make up of his team to ensure delivery is achievable.</p> <p>Working with HR colleagues, a programme of training will be developed to upskill both substantive and temporary promoted managers to ensure they have the correct skillset to support and manage the wider staff group, as well as being able to provide assurance and challenge regarding overall performance of duties.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2024</p> <p>September 2024</p> <p>November 2024</p>



		<p>HMP Wandsworth commenced delivery of high intensity 'speed school' training in July 2024 to be delivered monthly on a rolling basis to all front line Operational staff. Subject matter will be determined on priority and need by the Senior Team.</p> <p>In June the Governor set expectations with regards to management visibility across the prison daily, including the requirement for in person assurance checks. Feedback will be sought from both staff and prisoners. Duty governors will attend Wings to sign the assurance books daily.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed and ongoing</p> <p>Completed and ongoing</p>
2	<p>Suicide and self-harm rates were high and rising. Oversight did not identify or fully address the drivers of self-harm. Despite seven self-inflicted deaths in the last year, the death in custody action plan had not been reviewed to make sure that all actions were addressed promptly.</p>	<p>The self-harm data will be discussed weekly in the Safety Intervention Meeting (SIM), which is chaired by the Head of Safety and is multi-disciplinary. The meeting will focus on the trends and drivers of self-harm and to share actions with cross functional teams. This will ensure effective management for those engaging in self-harming behaviour but also to ensure effective action is in place to address the primary drivers to reduce the likelihood of further incidents of harm. The Governor will ensure that all functions are represented and that there is increased attendance at the SIM meeting.</p> <p>In July the Governor recruited an additional permanent senior Manager to the Safety team, with a particular focus on Assessment, Care in Custody and Teamwork (ACCT) Case Management with particular focus on building confidence and competence in case managers. In addition, the Governor has implemented a daily 10% quality assurance process for Open ACCT's, delivered by the Senior Management Team. Feedback is provided immediately to the areas where shortfalls in quality are identified. This role will be supported by</p>	<p>Governor</p> <p>Governor</p>	<p>December 2024</p> <p>Complete and ongoing</p>



		<p>a subject matter expert at Band 5 level from the Standards Coaching Team.</p> <p>The prison hosted a Safety Summit, on the 3rd July, to gather staff and prisoner perceptions and ideas about how to reduce harm. The findings of this will inform the prison's future safety strategy.</p> <p>The Prisons and Probation Ombudsman (PPO) action plan is included in the establishment Consolidated Action Plan and will be regularly reviewed by all Heads of Function. An overview of the PPO action plan is presented in the monthly Safety meeting to provide oversight against recommendations – using thematic groupings. The format of the monthly meetings has changed to assure that attendance at these is robust and relevant to inform discussions and ensure action is taken. The Governor will ensure that there is progress of actions at the monthly Senior Leaders Meeting.</p> <p>All PPO actions will be reviewed to ensure that progress is recorded against each one, and to ensure that the agreed action is still being delivered.</p> <p>PPO action plan will be discussed in greater depth during Monthly Safer Custody Meetings and assurance provided by Head of Performance & Assurance.</p> <p>The Standards Coaching Team are refreshing the confidence and competence of the residential staffing, to have more</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>September 2024</p> <p>Completed and ongoing</p>
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		meaningful and supportive interactions with vulnerable and at risk prisoner cohorts.		
3	<p>Levels of violence, particularly against staff, were high.</p> <p>Leaders had not taken effective action to address the causes of violence. They had not set and enforced high standards of behaviour and there was nothing that meaningfully motivated or incentivised good behaviour.</p>	<p>A refreshed Violence and Conflict Resolution Strategy has been launched and identifies the causes of violence and actions the establishment is taking to address these. Training will be delivered to staff as part of our refreshed 'Speed school' approach to training. The progress of this will be reviewed in October 2024, to ensure that the prison is operating a proactive approach to preventing violence, including a focus on ensuring full recruitment of Conflict Resolution representatives.</p> <p>The Governor will introduce a new cross-functional approach to safety, whereby all functions have a vested interest in addressing the drivers and causes of violence. Capturing improved data to inform both locations and management of those engaged in violence, including victims.</p> <p>The hosting of the recent Safety Summit has been a significant step in prioritising safety in the prison. Feedback from the summit will inform further actions the prison will take to address violence, ensuring that feedback and input from staff and prisoners is included to reduce violence. A timetable of further events and communications will be implemented to continue this.</p> <p>All incidents of violence are discussed in the weekly SIM meeting with a focus on ensuring there is a clear management plan for those involved in violence, and effective incentivisation of good behaviour.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2024</p> <p>October 2024</p> <p>October 2024</p> <p>Completed and ongoing</p>



		<p>As of June 2024, there will be continued drive on proactive Challenge, Support and Intervention Plan (CSIP) referrals to ensure effective management is in place to help reduce the likelihood of violence for prisoners. The Standards Coaching Team will additionally help with staff understanding the CSIP process and purpose.</p>	Governor	October 2024
		<p>HMP Wandsworth will launch a suite of violence reduction services, commissioned, and funded by the Mayor's Office for Policing and Crime (MOPAC). These services are a peer mentoring service, purposeful activity delivery, conflict resolution and mediation, and exploitation, gangs, and debt support.</p>	Governor	December 2024
		<p>HMP Wandsworth will fully integrate Conflict Resolution representatives across the residential units.</p>	Governor	March 2025
		<p>Adjudication tariffs will be reviewed quarterly, as part of the adjudication's standardisation meeting, including the awards for those involved in acts of violence.</p>	Governor	August 2024
		<p>Post inspection the prison has introduced a Crime in Prison Coordinator as part of a cross region Pilot, resulting in an improved process for police referrals – with a particular drive around referrals for incidents of violence. The weekly SIM meeting discusses and monitors the recent police referrals.</p>	Governor	Complete
		<p>The prison will review and relaunch the Incentives Framework with a focus on incentivising positive behaviour and on outcomes for those involved in both the illicit economy and violence. Frontline staff will have training regarding the application of the Incentives Framework.</p>	Governor	November 2024



4	<p>The availability and use of illicit drugs were widespread and presented a significant risk to stability and safety. Leaders had not allocated sufficient resource to drug testing, or addressed the main issues that fuelled the demand for drugs: poor living conditions, a lack of purposeful activity and ineffective staff–prisoner relationships.</p>	<p>The Governor will implement a whole prison approach to a new ‘Security Culture’. Including the strengthening of the security team, a cross-functional approach and a renewed strategic and operational assurance process, with improved support from police colleagues.</p> <p>The Governor, as part of the establishment’s priorities, will provide the oversight of improved security focus, including chairing weekly strategic meetings. There will be a renewed focus on information sharing across the prison to ensure that all functions are working to the same actions to reduce supply of illicit drugs, reduce demand and enhance recovery from addiction to substance misuse.</p> <p>The Residential senior team, including Custodial Managers will implement a new assurance process that focuses on improving Living Conditions and the completion of daily Accommodation Fabric Checks (AFCs) to report broken and poorly operating cell fabric. This will include daily management assurance and management visibility.</p> <p>HMP Wandsworth will review the amount and availability of all activity across the prison and ensure that there is equitable access. This will be completed alongside a review of the regime, to introduce consistency and improved time out of cell.</p> <p>A new interim regime has been designed and will launch in August 2024. This will facilitate more consistent regime delivery including improved time out of cell. The Governor has committed to bi-weekly feedback via the prison council.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2024</p> <p>Complete and ongoing</p> <p>October 2024</p> <p>September 2024</p> <p>August 2024</p>
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		<p>The Governor will reintroduce keywork with an initial focus on identified vulnerable cohorts.</p>	Governor	October 2024
		<p>Since the inspection, the prison has committed to delivering Mandatory Drug Testing, (MDT) every month to ensure familiarity with the types of substances being used and the associated positive rates to inform wider Drug Strategy intervention. Monthly completion rates are monitored as part of the revamped Daily Operational Meeting chaired by the Governor.</p>	Governor	Complete and ongoing
		<p>The prison will review and implement a new Drug Strategy that encourages both improved cross functional working and better stakeholder engagement. Minutes and actions of this, and all meetings, will be recorded and monitored to track progress.</p>	Governor	November 2024
		<p>The prison will seek feedback from prisoners, through Prisoner Council and Wing forums, as to the drivers of drug use and demand, this information will inform a new Drug Strategy.</p>	Governor	Complete and ongoing
		<p>A £22m window replacement project has been approved and the prison is awaiting the final tender of works having had the project directly awarded. The benefits of new windows will restrict the current ingress of drone activity, and further reduce the supply opportunities.</p>	MOJ Projects Team	October 2027



5	<p>Time out of cell was poor and unpredictable. Most prisoners were locked up for over 22 hours a day. Prisoners often missed important appointments and were unable to collect critical medication, which posed serious potential risks to health. Prisoners struggled to complete basic tasks, shower and exercise in the short time they were unlocked.</p>	<p>A new interim regime has been designed and will launch in August 2024. This will facilitate more consistent regime delivery including improved time out of cell. The Governor has committed to bi-weekly feedback via the prison council. HMP Wandsworth will monitor monthly improvements on time out of cell and regime delivery.</p> <p>Health providers will review medication management and implement an improved approach to 'In Possession' medication, with focus on a reduction in the amount being prescribed, and to reduce impact on regime delivery.</p> <p>HMP Wandsworth will implement a weekly regime planning meeting that sets the deliverable regime for the week ahead based on available staffing resource.</p> <p>To further support consistent regime delivery, the Governor will review attendance and absence management processes for staff, thus maximising available resource.</p>	<p>Governor</p> <p>Head of Healthcare, (Oxleas)</p> <p>Governor</p> <p>Governor</p>	<p>August 2024</p> <p>September 2024</p> <p>Complete and ongoing</p> <p>Complete and ongoing</p>
6	<p>There were not enough purposeful activity spaces to occupy prisoners and help them to develop new skills and knowledge.</p>	<p>HMP Wandsworth will review all purposeful activity spaces and allocations with a view to increase them. This will include implementing greater availability of part time spaces.</p> <p>The prison will complete an Education Skills and Work needs analysis to ensure that it meets the needs of the prisoner population and informs the Annual Delivery Plan (ADP) for Education.</p>	<p>Governor</p> <p>Governor</p>	<p>August 2024</p> <p>September 2024</p>



		<p>The prison will continue to explore opportunities to improve the purposeful activity offer;</p> <ul style="list-style-type: none"> • The prison will move several full-time purposeful activity spaces within industries to part-time positions, increasing capacity by approximately 70. • Additional new activity spaces will be added to the 2024 educational curriculum, 144 Construction Skills Certification Scheme (CSCS) and 312 Digital Skills per annum. <p>Additional Direct Purchasing Scheme (DPS) funding has been agreed to launch two new workshop areas in construction skills and barista engineering to create 24 additional purposeful activity spaces. Specifications for these services have been drafted and will be published for bidders.</p>	Governor	October 2024
			Governor	October 2024
			Governor	October 2024
			Governor	October 2024
7	<p>Prisoners' attendance at the activities offered was far too low. Prisoner pay did not incentivise engagement in education and too many activities lacked relevance to prisoners' needs.</p>	<p>The Head of Education Skills and Work will review the prisoner pay policy to ensure that it is fair and equitable, as well as recognising and rewarding achievements.</p> <p>HMP Wandsworth will re-introduce movements officers in August 2024 who will be accountable for driving attendance and ensuring residential units collate non-attendance reasons for activities. Allocation and attendance will be reviewed daily as part of the Operational morning meeting.</p> <p>HMP Wandsworth have introduced a dedicated manager, whose daily tasks will include oversight of free flow, collation of non-attendance reasons and effective activity patrolling.</p>	Governor	December 2024
			Governor	August 2024
			Governor	Complete and ongoing



Key concerns				
8	<p>Staff–prisoner relationships were distant and ineffective. The lack of any key work hindered opportunities to develop more productive relationships. Staff absences and inexperience meant that prisoners struggled to get even basic requests dealt with.</p>	<p>HMP Wandsworth, have engaged with HQ colleagues to review workforce development and will reintroduce key work with an initial focus on identified vulnerable cohorts. Staff will link in with Prison Offender Managers to improve communication regarding sentence progression and resettlement planning.</p>	Governor	March 2025
		<p>The Governor will review both attendance and absence management processes, including the introduction of a new Unauthorised Absence policy. Sick absence will additionally be included in the daily operational meeting.</p>	Governor	August 2024
		<p>Working closely with HR colleagues the prison will implement refresher training for all managers regarding supporting and challenging staff absences.</p>	Governor	September 2024
		<p>Through a thorough review of our regime, and improved time out of cell, along with additional support from the Standards Coaching Team (SCT), HMP Wandsworth will set clear expected standards that will influence and improve staff and prisoner relationships.</p>	Governor	September 2024
		<p>Managers will be more visible to challenge, and support expected behaviours from prisoners to encourage their positive engagement with staff and the wider community.</p>	Governor	August 2024
		<p>The prison will implement wing prisoner forums and monthly prisoner council meetings that are minuted with actions recorded. Staff-prisoner relationships will be a standing agenda item.</p>	Governor	August 2024



		<p>The Communications Lead will review and ensure that the content of available information is updated on the Prisoner kiosks to ensure it is accurate, up to date and where appropriate, in other languages.</p> <p>With the support of the Standards Coaching Team, the establishment will upskill and refresh frontline staff to ensure that they are having meaningful conversations with prisoners, they know how to deal with applications, requests for information and building good relationships. The Governor will meet with the team weekly to assess the impact.</p>	Governor	August 2024
			Governor	September 2024
9	<p>The condition of cells and prison facilities was poor. Most cells had missing items or damaged furniture and fittings. Many cells and communal areas were dirty and dilapidated. Showers were in poor condition and there were frequent problems with heating and hot water.</p>	<p>A full cell audit has been completed in June 2024 and shortfalls in furniture have been identified and orders placed to replenish identified shortfalls. HMP Wandsworth will ensure that there is a robust cell inventory process introduced, including a new governance and assurance process implemented across the Residential function.</p> <p>Cell readiness processes will be introduced on the first night centre so that prisoners have access to the equipment they need to set the standard of expectations across the function. As part of the residential assurance processes, managers and the functional team will conduct weekly and monthly checks. The prison will ensure there is improved reporting of damaged cells and ensuring Governor & Government, Facilities, Services, Limited (GFSL) are held accountable on progress through the daily operational morning meeting and the monthly Tripartite meeting which are chaired by the Governor, this will include all issues with infrastructure.</p>	Governor	October 2024
			Governor	October 2024
			Governor	August 2024



		<p>A full review of infrastructure will be conducted with MOJ Property partners to identify priority areas where financial investment is required.</p> <p>A programme of shower repair works will be implemented across the prison which will address the tiling, doors and paint prior to the full refurbishment.</p> <p>The prison is utilising those prisoners who are trained in Industrial cleaning to focus on the worst areas across residence.</p> <p>HMP Wandsworth has had approval for a £13m shower refurbishment project. Whilst still at the design and survey stage, once completed MOJ Projects will seek financial approval from HMPPS Assurance board.</p>	<p>GFSL</p> <p>Governor</p> <p>Governor</p> <p>MOJ Projects</p>	<p>September 2024</p> <p>October 2024</p> <p>Complete and ongoing</p> <p>July 2029</p>
10	<p>Processes designed to help prisoners resolve problems, manage their daily life and contribute to the prison community were not operating effectively. There were, for example, significant weaknesses in the complaints, applications and consultation processes.</p>	<p>HMP Wandsworth have re-established Prison council and wing consultation meetings, these will be minuted and actions recorded and tracked against completion.</p> <p>As part of the daily operational meeting, which is chaired by the Governor, there will be an emphasis and scrutiny on complaints and correspondence deadlines that are managed as well as challenging lateness.</p> <p>The prison will introduce a new QA process for complaints, whereby functional managers will conduct a 10% monthly check of the responses from their function. The governor/deputy governor will conduct a 10% check of all complaint's quality assured during the month.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete and ongoing</p> <p>Complete and ongoing</p> <p>September 2024</p>



		HMP Wandsworth will review the current process on how applications are dealt with via the prisoner Kiosks to ensure it is fit for purpose and available in other languages.	Governor	August 2024
11	The provision for foreign national prisoners, who made up around half the population, was too limited. There were too few spaces in English for speakers of other languages classes, professional interpreting services and translated materials were not used routinely and the reducing reoffending strategy did not seek to meet the needs of these prisoners.	<p>As part of the wider HMP Wandsworth Annual Delivery Plan review, English for Speakers of Other Language provision will be included.</p> <p>Foreign Nationals have been identified as a priority cohort in the 2024/25 Reducing Reoffending Strategy and as such the Head of Reducing Reoffending has now been allocated as a single point of contact for this group to improve communication with Home Office colleagues.</p> <p>The needs of the cohort of foreign national at Wandsworth will be included in the strategy and will be monitored as part of the monthly meetings with all key stakeholders.</p> <p>Immediately following the inspection, the number of foreign national peer supporters was increased at the prison with reps across all Wings, with oversight continuing to be given by Catch 22.</p> <p>Video Conferencing facilities have been made available for asylum hearings with the aim of improving the rate at which these cases are heard.</p> <p>HMP Wandsworth have begun translation of key information commencing with induction booklet and digital kiosk system, which will be available in key languages by the end of Summer 2024.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2025</p> <p>August 2024</p> <p>August 2024</p> <p>Complete and ongoing</p> <p>Complete and ongoing</p> <p>August 2024</p>



12	<p>The prison's quality improvement group for education, skills and work, and its associated quality improvement planning, did not have sufficient involvement from senior leaders in the prison. This prevented the group from functioning effectively as a key driver for change and improvement.</p>	<p>The Governor has set expectations with the senior team attending all meetings and particularly those where there is a shared vested interest. Where they are unavailable, a well briefed Deputy will attend. This includes the Quality Improvement Group (QIG) and will help to inform the priorities for prisoners across the prison in terms of learning and skills, and release preparation.</p>	Governor	September 2024
13	<p>There was a substantial backlog of uncompleted personal learning plans because too few information, advice and guidance sessions took place during the education, skills and work induction. This meant that staff had poor records of prisoners' starting points, career aims or support needs in and outside of custody.</p>	<p>HMP Wandsworth will review the induction processes to ensure that all stakeholders capture and share relevant information that informs the prisoner journey and adopts an individualised approach.</p> <p>The prison will adapt the processes to ensure that accurate IAG information is used as the basis for the prisoner journey and is used by Prison Offender Managers (POMs) to structure both custody and release planning.</p> <p>As part of our QIG processes, the prison will introduce QA processes with Information, Advice and Guidance (IAG) partners to ensure they are delivering against the contract, but additionally sharing the relevant information that is obtained.</p> <p>The IAG staff review Personal Learning Plans (PLPs) independently from advisors and then critical feedback should be provided and discussed in monthly and weekly performance review discussions. This will be monitored in the QIG meetings.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>IAG Provider (Shaw Trust)</p>	<p>August 2024</p> <p>August 2024</p> <p>August 2024</p> <p>August 2024</p>



		The IAG staff will ensure that all prisoners in scope for a PLP are interviewed within the first seven days of arriving in custody. This will be monitored through the QIG meetings. With the transient population at HMP Wandsworth, IAG staff will ensure all new prisoners will have a PLP.	IAG Provider (Shaw Trust)	August 2024
14	The quality of teaching and learning in education and prison workshops required improvement.	<p>HMP Wandsworth will upskill Workshop staff to deliver teaching and training to a high quality by enrolling staff on the appropriate training programmes suitable to their needs. In addition, consider options to deliver in house training to support staff Continuous Professional Development.</p> <p>Education delivery data will be scrutinised at the monthly Performance meeting and at the monthly QIG.</p> <p>The Governor will ensure that the Head of Education, Skills & Work (HoESW) and Learning & Skills Manager (LSM) conduct joint learning walks and lesson observations with the Education Manager. This will provide assurance on the quality of teaching, learning and assessment and will identify areas of good practice and areas for development which will be discussed at the monthly ESW meeting.</p>	<p>Governor</p> <p>Governor</p> <p>Governor / HoESW</p>	<p>September 2024</p> <p>August 2024</p> <p>September 2024</p>
15	Resettlement and pre-release support for unsentenced prisoners was poor. This was despite remand and unsentenced prisoners making up more than half the population.	The prison will be building on the past success of the Remand Support Team, which was reinstated in July 2024 and is focussing on providing person-centric support to unsentenced prisoners.	Governor	December 2024



	<p>A remand support service, commissioned and funded by the Mayor's Office for Policing and Crime (MOPAC), will provide supplementary support to the above from February 2025.</p>	Governor	February 2025
	<p>HMP Wandsworth's Strategic Housing Specialist will work in partnership with Housing, Advice, Resettlement and Prevention (HARP) and Connect to support Tenancy sustainment.</p>	Governor	November 2024
	<p>An agreed uplift in the number of 3 Bail Information Officers will support prisoners seeking bail, including in identifying suitable accommodation.</p>	Governor	March 2025
	<p>HMP Wandsworth will launch a through the gate mentoring service for unsentenced prisoners, commissioned and funded by MOPAC.</p>	Governor	February 2025

